

Recommendation 1: "The Directors of Personnel and Training together with representatives from operating components take a fresh look at the overall problem of clerical usage and make recommendations for a more effective system. This should be followed by an OTR reassessment of the clerical training program."

Approved.

Suggested that DTR and D/Pers meet with senior training officers of Deputy Directorates to establish terms of reference and instructions to a working group; Deputy Directorates select each one representative for a working group to accomplish appropriate survey and prepare recommendations, to DTR and D/Pers. DTR pass recommendations to C/AES and C/IS as basis for their reassessment of clerical training.

25X1A6B



Recommendation 3: "DTR adopt a three-year tour of duty as standard practice for instructors and schedule replacement at the rate of one-third of the instructor staff annually. (Primarily OS/TR)."

Approved. Operating components to cooperate closely with OTR to make above rotational planning effective.

DTR already has an informal understanding with Chief, Ops Ser, DDP, to this effect. Suggest a memorandum for DDCI through DDP, DDI, and DDS, stating mutual agreement and understanding with the Director of Training that for purposes of personnel planning and management a three-year tour is accepted as standard for instructors on rotation to OTR, but that exceptions may be made by mutual agreement between DTR and the DD concerned. (This memo pursuant to DDCI Memo of 25 March 1961) Action: PPS and PO/TR.

Recommendation 4: "DTR redesignate his Overseas Training Staff to better reflect its expanding function as a clearing house for training doctrine; that its role as a depository and an editorial and coordination staff be negotiated with the Directorates and publicized, including preparation and dissemination of bibliographies under the various security limitations that may apply."

Approved, with action to DTR in close cooperation with DD/P on defining functions and increasing effectiveness.

Suggest memorandum from DTR to C/OS and CO/OS/TR, directing him to report through channels (a) his recommendations for a new name or designation for this staff (such as "Operations Training Material and Research Staff, etc.), and (b) to redefine its role as a clearing house, depository and editorial and coordination staff, in order that DTR may negotiate this role with the Deputies and then publicize it appropriately. It must keep [redacted] responsibility.

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Recommendation 5: "Curator, Historical Intelligence Collection, collaborate with Chief, Operations School/OTR, to develop and publicize a working collection of open intelligence literature [REDACTED] which will fully reflect the existence and capabilities of the principal collection at headquarters."

Approved, with the understanding that action is already under way.

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Recommendation 6: "DTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means to improved communication with and indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment."

Approved, with action to DTR in close cooperation with DD/P and DD/I, with due consideration to the ties between the board of overseers and the forthcoming Career Development Board.

Suggest DTR recommend to DD's the temporary appointment of three officers, one or two from each Deputy Directorate at the level of [REDACTED] and Mr. Sheldon, to serve as an experimental board of overseers to review curriculum and enrollment policies. DTR to suggest a modus operandi for their operation as a board of overseers. (For example: annual or semi-annual report and briefing [REDACTED])

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S-E-C-R-E-T

Recommendation 7: "The DD/P establish in his office a position of DD/P Training and Doctrine Officer having responsibility and authority for the formulation and implementation of Clandestine Service training policy and the development of operational doctrine."

Approved, on the understanding that DD/P has already established such a position. DD/P to consult closely with DTR to explore more fully the relationship between training policy and operational doctrine.

Done, by DD/P. Chief, Operations School should be directed to endeavor to work as closely as possible with DD/P Training and Qualifications Review Officer in this regard.

S-E-C-R-E-T

Recommendation 8: "DD/P take appropriate steps to ensure that DTR be made a participant, through the presence of his representative or through other effective form of consultation, in all long-range planning for the employment or expansion of deep-cover operations."

Disapproved, with the understanding that DD/P will consult with DTR on training implications of such operations at earliest feasible stage.

DD/P action.



Recommendation 9: "The DTR confer with the Commanding Officers of the Army and Air Reserve units to see if more practical reserve training, e.g., International Communism, could be handled by OTR for the reservists."

Approved, with the understanding that the Military Reserve Advisory Committee is already looking into this recommendation, together with MMPD, Office of Personnel.

Being done. C/PPS is now a member of this Committee.

Recommendation 10: "The courses on International Communism be given wider publicity and offered to the personnel of other agencies."

Approved, with the modification that any adjustment will be made without affecting adversely the training of Agency personnel.

This has been and is being done within maximum capability of the SIC.

Recommendation 11: "The DD/P instruct all supervisors to observe, in requesting language training, the principle that training in regular classes is the normal and most effective method, and that resort to tutorial training shall be had only in exceptional cases and where required by security considerations, unavoidable pressure of time, or other valid reason."

Approved.

DD/P. In coordination with [REDACTED], R/TR should publish a Special OTR Bulletin bringing attention to this policy, pursuant to this DDCI memorandum of 25 March 1961. 25X1A9A

Recommendation 12: "DCI issue instructions that Agency Regulations be amended by adding new provisions (a) directing the Deputy Directors to identify the categories of employees for whom specified degrees of language proficiency are required and to tie these standards of proficiency into promotion practices, and (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station that may be filled only by individuals who possess, to the degree specified, the language commonly used in the general area of that station."

Approved, with the modification that standards of language proficiency will not be tied into promotion practices. DD/S to draft amended Agency Regulation.

25X1A9A

R/TR should contact Mr. [REDACTED] re action responsibility. We should take our cue to the related, State language regulation.

Recommendation 13: "DCI issue instructions that Agency Regulations be further amended to make language proficiency testing, according to Agency standards, mandatory for all employees who are required to have language skill."

Approved. DD/S to draft amended Agency Regulation.

R/TR consult with Mr. [REDACTED] re action responsibility.

25X1A9A

Recommendation 14: "DD/P direct that in all long-range operational planning the implications with respect to possible radical change in requirements as to the nature or extent of language capabilities be carefully considered and that the conclusions reached be regularly and promptly communicated to the DTR."

Approved.

DD/P action.

Recommendation 15: "DD/P give clearer recognition to the necessity for developing in larger numbers than at the present rate linguistically qualified area specialists."

Approved.

DD/P action.

Recommendation 16: "The Deputy Directors take such measures as may be necessary to cause all staff employees under their jurisdiction who claim language competence to submit to the Office of Training tests at the earliest practicable moment."

Approved.

C/LAS should review and republish LAS test schedules.

DTR cause to be published an OTR Notice similarly directing all OTR personnel claiming language proficiency to submit to LAS testing at earliest practicable moment.



Recommendation 17: "DD/P consider the advisability of placing directly on the division chiefs the responsibility for all scheduling of language training for personnel in the division and for monitoring the timely carrying out of the language training thus scheduled."

Approved, with the understanding that the Clandestine Services Career Service Panel have a secondary responsibility for scheduling and monitoring language training which transcends the requirements of a single division or for an employee who seeks language training in an area different from his present assignment.

DD/P action.

Recommendation 18: "The DD/P, as well as the DD/I and DD/S, strongly recommend to their division chiefs, assistant directors and other senior officers that they familiarize themselves, through attendance thereat, with the contents of the Introduction to Overseas Effectiveness course."

Approved.

Action for DD's.

Recommendation 19: "The DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOTP."

Disapproved.

Recommendation 20: "The DTR establish a JOT Selection Panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Office of Personnel and Training. The Chief/JOTP should chair the panel."

Approved.

25X1A9A

DTR request assignees to such a panel, and recommend procedures for its operation. Such a panel should be chaired by C/JOTP, and include such members as [REDACTED]. It should be briefed by C/JOTP on current selection placement actions completed, review selected individual cases if desired, etc. NOTE: This suggests a review panel, not an action panel to accomplish selection and placement.

Recommendation 21: "The DTR should give consideration to the feasibility of the use of outstanding public citizens in the panel selection process recommended above."

Disapproved.

Recommendation 22: "The DTR arrange for the participation on a rotational basis of line officer representation from the three Deputy Directorates in JOTP placement panels."

Approved.

Accomplished by 20, above.

Recommendation 23: "The DTR together with the Director of Personnel take steps to eliminate prejudices that have arisen which tend to assign second class status to DD/S and DD/I careers."

Approved.

This is being done, through orientation, consultation, and briefing.

Recommendation 24: "The DD/P establish minimum standards of training and experience for case officer apprenticeship including general preparatory, basic skills, language and advanced operational training, and that he determine the feasibility by experiment of some form of overseas familiarization as a part of the apprentice period."

Approved, on the understanding that overseas familiarization as a part of the apprentice period will be primarily on-the-job training.

DD/P action; however, in the case of JOT's, overseas familiarization assignments will be carefully and continuously monitored by C/JOTP consistent with JOTP procedures.



Recommendation 25: "The DTR together with the Director of Personnel undertake to monitor the present efforts of the Department of State to improve personnel management and training in the Foreign Service for measures that may be adopted for the Agency's benefit."

Approved, on the understanding that such monitoring is already under way and will be continued.

25X1A9A

This is being done on a continuing basis. DTR's coverage is provided by R/TR, PPS, LAS, SIC, IS and Mr. [REDACTED] and Office of General Counsel. DTR is a member of the Interdepartmental Training Group.

Recommendation 26: "The DD/I direct that the recruitment and initial training of junior analysts be accomplished through the JOTP; that increased emphasis be placed by the Agency's recruitment facility on the recruitment of JOT's with academic backgrounds suited to DD/I needs; that ORR and other specialists recruitment be phased down as production of JOT's increases and generally limited to senior analysts at the Ph.D. level."

Disapproved.

Recommendation 27: "The DD/I and the DD/P initiate a test program for the rotation of qualified DD/I professionals to the DD/P to serve as reports officers with part of the tour to be spent overseas, DD/P reports officers in turn to rotate to the DD/I for training and experience in the evaluation and use of intelligence reporting. (A similar recommendation was made in the IG's survey of the Far East Division, DD/P, dated June 1958. The lack of recognizable progress in this important effort impels us to repeat the recommendation here.)"

Approved, with DD/I and DD/P to take action to define criteria and goals of recommended rotation and to start test program with a view to this becoming established part of Agency career service.

DD/P and DD/I action; however, DTR is prepared to provide appropriate training for personnel designated for rotational assignment.

S-E-C-R-E-T

Recommendation 28: "Advanced external training for analysts be phased somewhat later in the career pattern, perhaps after the fifth year of duty, to permit maximum play of JOTP and other intelligence preparation during the apprenticeship period."

Disapproved.

S-E-C-R-E-T

Recommendation 29: "The DTR be specifically charged with the responsibility of determining under whose auspices non-OTR training will be conducted and pertinent Agency regulations be amended accordingly."

Approved. DD/S to draft amended Agency regulations.

R/TR check action with Mr. [REDACTED]

25X1A9A

Recommendation 30: "DTR review the training records of employees in professional categories who resigned from the Agency during FY 1960, or longer if necessary, to determine if a more definitive policy governing external training is required."

Approved.

Understood this already done by R/TR. If so, report to this effect should be forwarded, possibly as part of external training report due 25 June 1961.

Recommendation 31: "The DCI authorize the establishment of senior grade positions for selected Training Officers at the Assistant Director or DD/P Division Chief level with job qualifications designed to ensure the effective performance of proper training functions."

Disapproved.

25X1A

Recommendation 32: "The DTR initiate an amendment of AR [REDACTED] which more clearly describes his responsibility to render only advice, guidance and support to the on-the-job training effort."

Approved. DD/S to draft amendment.

R/TR check action with Mr. [REDACTED]

25X1A9A



Recommendation 33: "The DD/P study the extent to which it is feasible to develop a greater capability in technical tradecraft operations officers, establish minimum standards of technical training as basic to the required preparation of all operations officers and issue policy accordingly for the guidance of the Technical School TSD."

Approved, with the understanding that such a study by DD/P is already under way.

DD/P action: OTR be prepared to support as required.

25X1A2D1

Recommendation 34: "The DD/P re-examine the 1957 JCS requirement, together with the [REDACTED] project that resulted from it, in the light of current status of military planning and tactics, weapon development and other pertinent factors, in order to determine whether the DCI is justified in continuing the [REDACTED] program."

25X1A2D1

Disapproved.

Recommendation 35: "The DD/P, in the event that his judgment arrived at in the course of such re-examination is that the [REDACTED] project should be continued, direct that [REDACTED] project be thereafter administered by DTR, rather than by SR Division." 25X1A2D1

Disapproved.

Recommendation 36: "The DD/P, regardless of his decision under the two preceding recommendations, re-examine, in the light of the suspension of the [REDACTED] program, the necessity and advisability of SR Division continuing to operate its [REDACTED]"

25X1A2D1

25X1A6A

Approved.

DD/P action; however, OTR should keep closely informed, be prepared to handle possible impact of new responsibility if [REDACTED] closed.

25X1A6A

S-E-C-R-E-T

Recommendation 37: "The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions."

Approved.

DTR to assist DCI in this action, possibly with modification through CIA Career Council action.

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Recommendation 38: "The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U. S. Government generally in keeping with the outline described above."

Approved with the modification that a senior officer program shall be drafted and submitted for approval rather than established at this time.

DTR to assist DCI, through CIA Career Council, noting CIA's extensive and often very expensive use of other senior officer training facilities.

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